

# Primary Care Cures

## Episode 84: Dr. Anand Mehta

Ron Barshop:

This episode is brought to you by the MediSearch Institute. What happens when patients cases become too complex to solve in a typical 30-minute visit? Well, we've all had those super thick, super deep patient history nobody's looked at in a long time and gone back through. Well, I'll tell you what happened is those patients bounce around from doc to doc without getting any answers or making any progress. These patients are trapped and lost in a maze.

Ron Barshop:

Well, MediSearch is here for those doctors and for those patients. Their motto is we solve the unsolvable. Their process is rather simple. Dr. Trent Talbot, the founder, assigns a team of medical detectives, typically three MDs and one PhD to each case. They research the latest breakthroughs and clinical trials and they elicit the opinions of 10 to 15 world-leading experts per case. They purposely seek out experts who will come at each case from a different perspective, the Bayesian method. Altogether, they will put in over 250 MD hours for every case. That means 500 times the amount of brain power that typical doctor can afford to offer.

Ron Barshop:

You know most problems in health care are fixed already. Primary care is already cured on the fringes, reversing burnout, physician shortages, bad business models, forced buyouts, factory medicine, high deductible insurance squeezes the docs and is totally inaccessible to most of the employees. The big squeeze is always on for docs. It's the acceleration of cost, deceleration of reimbursements. I want you to meet those in this show that are making a difference. With us, Ron Barshop, CEO of Beacon Clinics, that's me.

Ron Barshop:

If Walmart saved a billion dollars in healthcare spend this year and they did, that's equivalent to \$96 billion in retail sales, or about 1500 stores they would have had to open for their 2.1 million partners. Well, that's a lot less friction than opening all those stores saving that healthcare spend. That's called buried treasure, uncovered. Rosen Hotels, recent guest on our show, has 6,000 partners as well. They call them employees and they spend about half as much as their peers on healthcare. So it's as if they have 2 to 500 fully occupied rooms all year long in their portfolios, 6,600 rooms around the Orlando Convention Center, and their turnover, one fifth of the industry. That pays for the plan right there. PJD, another guest of our show about six months ago, Cole Johnson is a top 10 dry waller. They shaved \$2 million off their worker's comp spend because, with their brand of direct primary care, they have access to chiropractors 24/7.

Ron Barshop:

When we spoke, they had three million uninterrupted hours of no injury. So that \$2 million plus the millions of dollars they're saving on the healthcare spend would equocate to about 13 million of a \$40 million in revenue company. So they offer free healthcare too, instead of putting it on their bottom line, they also offer tuition and home buying assistance, paid time off. Their retention is unheralded in the drywalling industry, which is a craft worker business that's hard to find good people. My company, much smaller than the last two I've mentioned, is using a similar strategy and though much smaller, I had zero turnover last year. Zero turnover, I've never experienced in 40 years in business. Half of the absenteeism I had the year before because of free healthcare, and my recruitment went from finding 60 to 80 interviews to find four A players. I now find four A players in four interviews. Unheard of. So my healthcare spend pays for itself.

Ron Barshop:

Today, I'm delighted to introduce you to Dr. Anand Mehta, who is the medical director of Walmart Health and its pilot store that opened in Dallas, Georgia. I got to tell you, I don't know what was more exciting to me, holding my first grandson ever or shaking hands with Anand in his new store in Christmas holidays. So Anand, welcome to the show.

Dr. Anand Mehta:

Appreciate it, Ron. Thanks for letting me on and excited to be here.

Ron Barshop:

Yeah. I got to tell you what, we have two things we need to talk about that are both very important and I don't know which is more important, but we can talk about the clinic that you opened. I think I want to give the viewer, the listener, a walkthrough, maybe a two minute walk through what I saw and you correct me if I'm wrong. Okay? So just interrupt me.

Ron Barshop:

I walk into what looks like about a 10,000 square foot high ceiling store with natural light coming in everywhere in the waiting room. The waiting room has plugs that you can plug your phone into and charge at every sitting station. There's not a lot of sitting stations because you're immediately greeted by greeters who come in and say hello to you. So there are MAs who are very friendly type personalities, have been obviously well-trained, and they make sure that you're navigated to the back as quickly as possible. There's a small room off to the side. As I walked in, it looked like an exercise room. Was that for free exercise classes, Anand?

Dr. Anand Mehta:

That's correct. It's a Tivity Health room and it is a overseeing exercise and fitness classes, as well as health education classes, so that patients as well as shoppers is can get better health resources and tools in order to learn their disease management better.

Ron Barshop:

I saw a schedule. It looked like there were 12 or 15 classes and different scheduled things in that room. Is that pretty typical?

Dr. Anand Mehta:

Yep. We have everything from Silver Sneaker programs for our senior citizens, chair yoga. We have more intense body pump and fitness classes for younger age groups and people who are focused more on weight management. So we have a curriculum that continues to change and feed the needs of the patients. It's like a learning process for us to understand what the patients want and what kind of classes fill up more regularly and then schedule adapts to it.

Ron Barshop:

Very nice. So it's almost a customer needs analysis before now. I stepped in past the greeters and I saw a social worker getting somebody registered for Medicare. Is that fairly 24/7? I mean, is that also a part of the offering?

Dr. Anand Mehta:

Yeah. So in the actual waiting room, there is an insurance agent that has scheduled hours that helps patients who don't have any, whether it's government insurance or commercial insurance, currently, and they can set up an appointment. Usually get an appointment that same day in order to try to get the application process started and seeing what they qualify for and get them on the road to getting better insurance from where they are now.

Ron Barshop:

The first person I met obviously was you, Anand. It was very nice to meet you because we'd been communicating beforehand. But in addition to meeting you, I got to meet one of your behavioral therapists. So is that somebody that works for Walmart as a partner? Are they an independent?

Dr. Anand Mehta:

So behavioral therapists are employed through Beacon Health Clinics. Beacon is a group that Walmart has been working with. They have care clinics in Dallas that offer mental health, Dallas, Texas, I should say, they offer mental health. They've been working with Walmart as far as providing a psychologist/social worker, I'm sorry, to give us the mental health counseling that we offer at Walmart Health.

Ron Barshop:

Which is awesome. That marriage of mental health with primary care just is talked about so much and you guys are actually doing it and you've actually insulated the room so it's soundproof. So somebody can have a good cry in there and get a good meeting in there without any worries. Then I walked back in and I noticed there's three intake stations, three outtake stations. In the back there looks like, that wasn't the audiologist. I guess when I was looking at is there was another specialist you had in there.

Dr. Anand Mehta:

Yes, there's an audiologist. You're in the right direction. So walking past the checkout is a audiologist to your right, and optometrists all the way down to your left.

Ron Barshop:

Okay. The audiologist nicely ... So they do testing and they can make sure that I protect my tinnitus. He gave me some very good tips on what I needed to do to get that handled. So when I met the optometrist, that feeds very nicely into a retail outlet that has beautiful glasses, very well nicely lit, very nicely staffed, and you can get your glasses taken care of, which is obviously part of a Walmart offering.

Ron Barshop:

Then right next to that optician where they fit you for your glasses is a pharmacy I've never seen before. It looked like something out of a Star Trek set. What was going on in there?

Dr. Anand Mehta:

So the pharmacy is actually something they adapted from a European model and it has drawers that are integrated with the medications within them. So when a prescription goes through, prescriptions go through a separate printer that come from our Walmart Health facility into the pharmacy. So they're given a little higher priority, and when those scripts do come in, whether it's from our clinic or other doctor offices, there's a light that goes on where the medication is in that drawer for the pharmacist to find it more easily and more readily and be able to fill the scripts obviously more correctly, avoiding medical errors, sort of like a Pyxis system you would find in a hospital. So it's just a lot more coordinated and prevents a lot less medication errors on their end.

Ron Barshop:

Makes perfect sense. Then we're going back into the clinic now, I stepped out for a second. Back in the clinic, there's at least two and a half white coats here seven days a week. Full hour, six days, then you have partial hours on one of the days, as I recall.

Dr. Anand Mehta:

That's right. We have seven day a week services, open up 12 hours Monday through Saturday, and then Sunday would be 10:00 to 6:00.

Ron Barshop:

Okay. Right now, your white coats are seeing 60, but to have the potential to see 100 patients a day with your capacity, is that about right?

Dr. Anand Mehta:

100 patients is definitely up there, but we definitely are seeing around 60 patients currently. We are usually having about three providers a day working with the exceptions on Saturday and Sunday where we have one to two. But the office has been generated a lot of patient volume, a lot of returning patients, as well as new patients, continue to see us every day. The growth has been substantial even by what we thought we would do when we opened, and so it's exceeding expectations.

Ron Barshop:

I want to disavow listener that believes that retail version of healthcare, what you're offering is anything less. Do you believe that you're half robot or that you're a corporate guy and that you don't care about healthcare, and you're just trying to work on the bottom line? There's all these jokers out there talking about Walmart doesn't belong in health and I'm going, you know what? Everybody belongs in healthcare if they're giving an offering like I saw.

Dr. Anand Mehta:

Yeah. So a little bit about me. I came out of residency, always working in a traditional system, which was a hospital owned system. For the last 10 years coming out of residency, I've been in this system and what made me leave my last job and go into Walmart was to do something different and try to help the healthcare model, healthcare crisis we have in this country, which is a lot of patients who don't have the affordability or the availability or the price transparency to make healthcare their top priority. So when this opportunity arose, there was even speculation on my part. I never thought coming out of residency, that I would be working for Walmart in a health related field, especially when it comes to practicing medicine.

Dr. Anand Mehta:

But when you come down to it, the providers in the clinic is what ultimately provides the care. Walmart's giving us a great model and a great platform to perform what we do best and we're making it affordable for people to get it done. So when you combine good care with affordable care that's easily available and price transparent and patients recognize and can make it more available to themselves, I think you've got a model that can help healthcare. It's currently helping healthcare, at least in this small population that we're dealing with now.

Ron Barshop:

I want to talk about the affordability, but first, walk me through the blood panels you can do onsite real time, whereas you don't have to send it to a Lab Corp request.

Dr. Anand Mehta:

Yeah. So we have what they call point of care tests. These are all price transparent tests that they offer at Walmart Health facilities. They're attainable right away. Things like hemoglobin A1C, lipid panels, HIV tests, H pylori tests. We do our streps, we do our flus. We also can do a rapid trick test bacterial vaginosis lab. So these are all point of care tests that range anywhere from 10 to \$20 on average, very affordable. Especially when you think about an H pylori test or a breath test, you're talking in the hundreds dollars and people who had bad reflux disease, people who have had longstanding reflux disease, needed the test, could never get it done, are just amazed that they can get it done for \$13 and get results not only right away, but also get treatment done right away when it comes back being positive.

Ron Barshop:

so that's a beautiful thing. Again, nobody can point the finger at Walmart as a retail corporate behemoth that doesn't belong in the space when they're doing a service like that. In fact, I'm not sure there's many family practices that are doing real time onsite testing for that type of price other than direct primary care. But my hat is off to you and to Walmart Health for creating that.

Dr. Anand Mehta:

Appreciate it. Thank you.

Ron Barshop:

Let's talk about the pricing. You have a amazing price for a PCP visit. Let's keep walking through this. We have a dental suite in the back. It looked like there were three or four stations there, and staff has a different color scrubs. I'm assuming they're also a contractor.

Dr. Anand Mehta:

They are. They are contracted through JMLS dental services. JMLS has been working through Walmart in the Atlanta area prior to this, and so they just extended obviously into the Walmart Health System [inaudible 00:12:41] and are doing an amazing job. They have a great dental team and collaborate very well on the medical side of things with them and have a lot of co-existing patients that get care from both sides of our clinic. For instance, if there's a dental patient that ends up having a high blood pressure, that patient can immediately get put into the medical side in Walmart Health and get that blood pressure taken care of. So don't ever really see that collaboration of dentists and doctors working together so remotely and so collectively, but now you do. So you actually have patients who are getting the best of both worlds and doing it at prices that they can't ever get done anywhere else.

Ron Barshop:

Look, I've been in many doctor's offices where you have ridiculous brochures and marketing material that's kind of cheesy around the office. Hey, we got a dentist in the back. You don't have any of that feel or vibe there. It's much cleaner. It's concrete floors. It's beautiful, beautifully appointed exam rooms. Not like anything I've seen before. I put it in the top 5%.

Dr. Anand Mehta:

Yeah. I think though, the way I put it is when I look at it, you don't expect it to be in a Walmart. You've got a very modern, very futuristic look to it. It's very clean cut. It's very elegant and it's very minimalist. So it serves a purpose of what we were trying to do. I think what Walmart's obviously trying to do is show that this is just not healthcare at a broad level. This is trying to get at a level that is competitive with the other healthcare facilities in the area. Not only that, give them the technology to compete with that as well.

Ron Barshop:

You're being way humble there, because you are beating a DMV visit by a mile. That's what it feels like going to most primary care. You're going in and you're getting your license. You're standing in the line, factory medicine. No, no, no to Walmart. I'm sorry.

Dr. Anand Mehta:

Well, our care hosts do a lot better than any DMV I've ever seen as well. So that white glove service that we try to provide, that puts DMV way behind the mark on us.

Ron Barshop:

Yeah. Yeah. This feels more like a concierge practice. Okay, so let's keep walking through this space. We've done the dental. I walked by this Star Trek machine. You tell me this is how they're making crowns real time before I leave.

Dr. Anand Mehta:

Yeah. So the 3D printer is able to do same day crowns. The crowns are about 680 to \$700 cash price. That's competitive with what I feel most insurances do on their level with their compensation. Crowns are very, very fitted to the patient and they are very happy with the results that they get with the services that JMLS provides. A lot of returning patients have had great things to say. Even me, I have to consider whether I should go there because my dentist has a hard time competing with those rates even with the insurance I have.

Ron Barshop:

That's incredible. We have these high deductible plans. You're sort of a side step away from those high deductible plans because you're probably taking a lot of cash payment patients because your prices are so low. Talk a little bit about some of the prices of the most commonly used.

Dr. Anand Mehta:

Yeah. So regular office visits are \$40 and that can pretty much equate to what you see a regular primary care doctor for whether it's a sick visit, whether it's a chronic care patient, whether it's established or new, it's \$40 across the board. So if you came and saw me as a new patient and you had a history of high blood pressure, diabetes, and cholesterol, which a majority of our patients do in the area, you didn't have medicines for a long time. You knew you had these issues. You just weren't getting taken care of. You can come in or go online or call the call center and make an appointment for \$40, which you'll know right when you check out, you're going to be able to see your doctor and get those issues addressed. Now, there is labs or something that a physician or a nurse practitioner might order.

Dr. Anand Mehta:

Those are additional costs, but they are also very price transparent and very affordable. But essentially you're getting care for \$40 a visit. Now, if you want it to come for a physical, that would be \$30. So little lower, but obviously be able to do physicals, which is unheard of for a price that's also unheard of. Patients are able to address their needs, get their screening test ordered, and even referrals made out appropriately to where they need to go, should we see they need any. So well visits, both Medicare as well as non-Medicare patients. The only well visits that we don't perform are children newborns all the way to six years. Not to say that's ruled out right now completely, but it's just right now, we're taking six years and up.

Ron Barshop:

Okay, so Mom's coming in and she's got three comorbidities, she's chronic, and she's on all kinds of medications for hypertension, for diabetes. She brought her kid in and he's getting physical. So it's time to check out now. She's got a \$40 bill plus a \$40 bill plus a few other blood tests she's run, A1C perhaps. Now she's walking out with \$125 bill. Does she bill her insurance and pay cash so she'll get reimbursed by Blue Cross or her insurance company?

Dr. Anand Mehta:

So we are taking insurance, most major insurance companies. When they get to check out, there'll be a self pay rate that patients can have a choice, whether they want to pay a self pay rate, which is generated rates that are price transparent that we offer them. Or there's an insurance rate that's calculated as well at checkout. They can make the choice based on what they feel is a better financial decision. Most people, including patients with insurance, are ending up paying cash pay prices because they have high deductible plans that haven't been met and copays that seem to exceed what their cash price would be anyway. The choice is pretty easy. You make what's more affordable and most people are doing the cash option there.

Ron Barshop:

I'm going to guess, I don't know the Dallas, Georgia neighborhood, but it looked like pretty nice homes, but I'm going to guess that maybe 20% are electing to go with the high deductible plan instead of their own.

Dr. Anand Mehta:

I would say it's probably higher than that. I would definitely say it's probably higher than that.

Ron Barshop:

So maybe 30%. if it's national statistics, you don't have the treehouse of care available to 70 to 80% of all workers. They simply don't have the cash, the savings, to afford that high deductible plans. So paying cash is the only way that makes sense.

Dr. Anand Mehta:

Yeah. What has opened my eyes is how bad and how uninsured our population is even in this small community. We have a majority of patients who, even though they have good jobs, whether they're self-employed, whether they're entrepreneurs, whether they are working for a bigger company, they choose not to get the health insurance plans that those companies offer, or they just don't have healthcare options that are affordable to them. Now we've opened up a center where they can walk in that's readily and easily available to a place they already go and they have options and a health hub to get affordable healthcare. It is changed my perspective on where these people's healthcare needs were then and where they are now.

Ron Barshop:

I'm going to guess then that you're seeing patients who haven't seen a doctor in sometimes years.

Dr. Anand Mehta:

Years. Years, Ron. Five, maybe 10 years, knowing that they walk around with chronic kidney disease, heart failure, hypertensive that's uncontrolled, diabetics that have A1C's of 14. The list is endless. These patients know they have these conditions. They just financially don't have a choice on whether they get treated and now they finally do. The outcomes have been just amazing.

Ron Barshop:



I can't wait to I'll publish them. Do you have any patient assistance programs for people that can't afford their medications and are in dire need?

Dr. Anand Mehta:

So there are. We have a program within Walmart Health, with community health workers that are excellent. These community health workers are services that we provide our patients free of cost. What they do is they go out and get resources for patients, whether it's medications, whether it's referrals, whether it's things like finding a support dog, you name it. Resource groups like Alcoholics Anonymous, rehab centers for patients who have a drug abuse or substance abuse issues. They are basically our helping hand. We have two hands. They are the extra two that we need in order to provide patients the complete care that we want to as providers. So those resources are available to patients. The providers usually make a decision after talking to the patient whether they need to utilize those resources or not. Before that visit is over, a health worker will establish a communication with them and get them on the road to getting them those resources they need. So it's a phenomenal tool for us, phenomenal tool for the patient. It's been working tremendously for our facility.

Ron Barshop:

I learned from one of our future guests, Zev Neuwirth. Dr. Neuwirth is with Atrium, which used to be the North Carolina system of healthcare. He wrote a book called Reframing Healthcare that addresses the patient no longer as a patient, but as a customer. The beautiful thing that I see just from 10,000 feet when I walked through that clinic with you, Anand, was that you have a customer experience there that's not like a patient experience. You're putting them large and in charge, you're giving them a lovely space. You're giving them the freedom to not have to feel pressured for time. You don't really charge them out because they were, and you're not going to surprise them. So it's what I call customer experience, not a patient experience. I think that's the main difference I saw there. Does that sound right to you?

Dr. Anand Mehta:

That's absolutely correct. I think what we try to do, Sean Slovenski, who is the CEO of health and wellness at Walmart had an idea and had a vision that he wanted to provide a patient white glove service. So when you come in, you're not going to see a tech encounter with a secretary behind a glass window. You're going to see care hosts that approach you right when you walk in the door, ask for your name, ask why they're here, welcome you with open arms, and try to put you on the schedule, or at least if you're on the schedule, will get you to where you need to be as soon as possible through the glass doors into the facility that you described so well, whether it's a medical, dental, optical hearing side of things, or even immunizations.

Dr. Anand Mehta:

So what I try to do, as well as the other members in my team, and you could say all the providers in that facility, we try to give the patient what they don't expect, which is quality healthcare that might even exceed what they've gotten at their last provider or last PCP or last dentist. We want them to come back. We want them to talk to other people about it, we want them to talk to other members of the community and show them and explain their stories about how good their care

was here, because that's what's ultimately going to help this model grow and maybe change healthcare, the current landscape of it, at least, in the community and hopefully at a larger level,

Ron Barshop:

When I met your greeters in the front, they said they were so excited. Doug had just been there. Doug is the CEO of Walmart. For the board and the C suite to pay attention to this new flagship is really quite exciting because it's showing you guys are putting your best foot forward, and you're really doing this the right way. I've been in hundreds of offices, Anand. I've never seen anything quite like this before. It's really a unique offering from what I've seen.

Dr. Anand Mehta:

Yeah, well, obviously Walmart has a lot of attention. They're trying to make a dive in the healthcare industry. I think that there's a lot of articles out there, including something by Bloomberg very recently, that explains that we're definitely trying to put a push on what healthcare currently is and change the standard of where it currently exists. Doug is obviously on board with it. There's a second facility that opened at Calhoun, Georgia late in January, and that's already exceeding expectations. A lot of it has to do with Walmart Health already existed in Dallas, but also because I think people are understanding that this model works and it is something that the communities need. I think there is a third center that they announced opening in summer in Loganville, Georgia. I might need to be corrected. Yeah, I believe it is Loganville, Georgia. That is currently recruiting for associates as well as physicians. We're excited about the growth. We're excited about the change it's already provided.

Ron Barshop:

Are you treating your employees and your partners at the store as well?

Dr. Anand Mehta:

Yes, we do see employees. Employees do see any of the facilities at a discounted rate as part of Walmart's benefit package. It is probably, in my opinion, going to make a big dive in their benefits package and their benefit costs for a Fortune One company ultimately as well.

Ron Barshop:

Yeah. Well, that's a perfect segue to the next topic that I want to talk about. Maybe another show, maybe we can just touch on it now because we're out of time, but you have partner benefits that are really second to none in the country. What Walmart did that's amazing is the Centers of Excellence. So you're not only a physician, but you're also a patient and you're an employee. Can you describe what happens if you have a situation where you're in a chronic care scenario and you're a Walmart employee? Where are you directed and steered and navigated towards, and what tools do you have to make sure you're getting the right care?

Dr. Anand Mehta:

So if you're a Walmart employee, Walmart employee can apply for a Center of Excellence care if they have a condition that needs a specialized referral. There was a patient of mine who had a diagnosis of colon cancer from a polyp that was resected during a colonoscopy. They activated the Center of Excellence. They had to fill out an application. The application was reviewed, then

that patient was later referred to the Mayo Clinic in Jacksonville, Florida, and received his colorectal surgery there. Had follow up there. The patient, in his own words, described it as purely remarkable. All of that was provided on the Walmart's benefit plan and patient had outstanding results. That's just an example of how this Center of Excellence program works, but it's a great benefit for the Walmart employees. Just to be clear, I am not a Walmart employee. I'm an actual MC Medical LLC employee that works within the Walmart Health Facility.

Ron Barshop:

I see. Okay. So you're a contractor.

Dr. Anand Mehta:

That's right.

Ron Barshop:

I understand. Okay. Well, Anand, thank you for your time. This is wonderful dive into the virtual walkthrough of the Walmart Health opening clinic. Now Calhoun is a second option and that we're going to see hopefully a lot more. I guess Georgia will be sort of a centrifugal force for awhile. Then you'll start expanding beyond that.

Dr. Anand Mehta:

Yeah. Right now, the current model is focused in Georgia and we're just focusing on the growth within Georgia. But like I said, Walmart's putting a lot of interest into this model and the hope is that it grows to a more national level, probably.

Ron Barshop:

It's interesting. So you build a box, a rectangle, and y'all need 10,000 feet, but I guess you could do with less, but if you had 10,000 square feet in every one of the thousands of Walmarts, that takes away retail space that you can't sell other goods, so there's going to be some interesting real estate decisions made if this is really a successful model that expands.

Dr. Anand Mehta:

Yeah. Time will tell a lot of things. So it's already shown us that healthcare is already something that Walmart's diving into that was not around five years ago and, well, the landscape keeps changing. So it's exciting to see what future we all have in this industry.

Ron Barshop:

I agree. I've got to ask you a closing question. I know you listen to the show, so you know what I'm about to ask you, which is if you could fly a banner over America with a message for the healthcare consumer, what would that be?

Dr. Anand Mehta:

You now have hope.

Ron Barshop:

Okay. That's perfect. I joke that one out of a thousand people actually get that down to a banner. You win a booby prize of some kind today. Congratulations.

Dr. Anand Mehta:

Thanks. I appreciate it.

Ron Barshop:

Yeah. Anand, thank you for your time. We'll do this again and I'll look forward to that next visit I make to see my grandson and say hello to you again.

Dr. Anand Mehta:

You're welcome anytime you want, Ron. Thanks a lot, bud.

Ron Barshop:

Thanks again. Thanks again to our sponsor, the MediSearch Institute. I want to read you a note a CEO friend of mine sent me who used them for a rare childhood disease her daughter had. Dr. Talbot's research was thorough. He provided clear paths of treatment and he gave me access to the best physicians. I'm so grateful for his work. That's the MediSearch Institute.

Ron Barshop:

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